2030 and Beyond

WHITE PAPER
Vice-Chancellor’s Welcome

As a society, we are experiencing extraordinary change and over the next decade we will witness unprecedented transformations in many areas of our lives. In this time, we will also no longer be a ‘young’ university as we celebrate our 50th anniversary in 2025. This era demands a new response, a brave and confident response to lead and shape this change.

Our purpose is to inspire a better future through education, research and partnership.

In 2018 a diverse group of over 100 members of the UOW community deeply considered how we could lead and shape our future over the next decade. We developed creative and ambitious ideas to harness the opportunities our changing environment may provide. We synthesised these ideas into our 2030 and Beyond Green Paper, released in 2018. In 2019 we held two forums with senior staff and Council to build these ideas into core concepts for our future.

We crafted the outcomes of this consultation into this, our 2030 and Beyond White Paper. This White Paper is our strategic intent and it will guide us through the next decade. It will be our constant over this time, steering our direction, providing flexibility for new opportunities and guiding the development of our five-year strategic, education, research, and partnership plans.

The passion, pride and commitment of our people has created our 2030 and beyond aspiration captured in this White Paper. We look forward to a purposeful future.

Professor Paul Wellings CBE
Vice-Chancellor
June 2019
We inspire a better future through education, research and partnership

Our commitment to a better future has shaped our direction and impact since our inception. In those early days developing the Illawarra and its industries focussed our intent and our pioneering spirit was born. From these beginnings we have always been an institution deeply focussed on social equality. We draw strength from our First Peoples, learning from their deep knowledge and sense of community, and are committed to their cultural and social prosperity. We are recognised for our research in early childhood, health and wellbeing, innovative materials, mining engineering, archaeology, disaster management and much, much more. We are a diverse and inclusive civic university, working to solve global challenges and promoting harmony and social cohesion. Our success is the creation of our people and valued partnerships, locally, regionally and internationally.

We are grounded by our intellectual openness, excellence and dedication, empowerment and academic freedom, mutual respect and diversity, recognition and performance. These are our values. They have navigated us through our first fifty years and will strengthen us as we create our future.

We look ahead to a future defined by a rapid rate of change and new opportunities. We know that tomorrow’s leading institutions are those that will harness and direct this change to create a positive future.

OUR VALUES

INTELLECTUAL OPENNESS

We are driven and determined, yet collegial and ethical in all that we do. We are always looking to serve our communities and share our knowledge and expertise with them for mutual betterment.

EXCELLENCE AND DEDICATION

We work tirelessly to excel in our research and education, and to address complex, real-world problems in partnership with our communities.

EMPOWERMENT AND ACADEMIC FREEDOM

We celebrate the freedom to have different opinions and different ideas. We encourage the asking of difficult questions and discovery of innovative solutions.

MUTUAL RESPECT AND DIVERSITY

We aspire to set the standard for inclusiveness, diversity and equity. We welcome – and benefit from – the diversity of our communities within Australia and internationally. We will continue to champion Aboriginal and Torres Strait Islander Reconciliation.

RECOGNITION AND PERFORMANCE

We celebrate the hard work and dedication of our staff and recognise and reward their achievements. We expect all our staff to meet the challenges of our changing world by seizing opportunities that deliver continuous improvement.
Global change presents unprecedented opportunities

Our collective futures will be characterised by a rebalancing of economic power, scarce natural resources, the rapid adoption of intelligent technologies, and seismic demographic and political shifts across the world. Coupled with society’s evolving expectations, these changes will have a significant impact on how we work and live. This is a time for opportunity.

The world in 2030

Universities in 2030 will need to:
- Tackle global challenges through impactful research and partnerships
- Claim an active civic role, address community needs and contribute to their prosperity
- Promote sustainable and ethical practices and policies
- Prepare new graduates and up-skill the workforce for the knowledge economy
- Create and deliver a life-long personalised education experience
- Futureproof graduates so they are global citizens, capable of adapting to a rapidly changing world

See page 15 for sources.
UOW is a leading international university powered by its people, partnerships and communities

Over the next decade we will continue to be an agile and relevant university operating with the highest level of accountability to our people, partners and communities. Inspired by the future and its opportunities, here we set forth our aspiration for 2030 and beyond.

**In 2030** we hold an enviable international record for our learning outcomes, and positive impact in all our communities. Since our origin in the Illawarra, our purpose has always been to create a positive future. We remain committed to serving the interests of the Illawarra, and our communities across our campuses in Australia, Hong Kong, Malaysia and the UAE.

We are a global community of learners, researchers, experts and leaders. We are curious collaborators who find opportunity in change and challenge and working with others to positively transform. We are resilient, determined, and agile. Our deeply rooted values, and our firm belief in diversity and inclusion guide us in our mission. We are fearless in the pursuit of purpose and proud to belong to UOW.

We build the collective prosperity of our communities through ethical and impactful research and active civic engagement. We partner with industry and community to address inequality, solve wicked problems and deliver positive change. We acknowledge and deeply respect all First Peoples across our communities, seek their wisdom and strength and actively operate in their interests.

We lead positive change and tackle global challenges through our global transformation hubs in partnership with our students, communities, and industry. These hubs draw on the local expertise and advantages of our global sites, with each leading a virtual global presence. They are vibrant platforms to create and share knowledge globally about the most critical frontiers of sustainable development such as health and wellbeing, smart cities, sustainable transportation, and green energy.

Our students are lifelong learners and are widely diverse, culturally, geographically, demographically and professionally. We are their learning partner, equipping them to be collaborators, influencers, thought leaders, networkers and changemakers with deep specialist expertise. We offer a global industry-integrated experience centred on transdisciplinary learning through a personalised modular education offer across our global footprint.
Our global outlook, valued partnerships and change leadership will define us

Creating our future in a time of seismic change requires an original perspective on the attributes of a modern university. Understanding this, we have identified three strategic pillars: global outlook, trust built through partnerships and change that matters. Each pillar identifies a distinct set of attributes and collectively the three pillars define us as a modern international university trusted to create a positive future in all our communities.

Our vision, values and these pillars are our strategic compass. They will guide our actions over the next decade as we adapt to the needs of our students, partners and communities.

Figure 2. UOW 2030: A Purposeful Future
We will leverage our global outlook to differentiate our impact and transform our learning experience.
We have long recognised our potential as a global university and our ability to deliver a transformative impact. We are a well-respected university with a growing international footprint and deep roots in diverse and vibrant communities around the world. Our alumni live and work all over the world creating positive change. Along with our research strengths we have harnessed the opportunities created by our international partnerships to address complex challenges.

As we move to the future, we understand our responsibility as global citizens and the enormous scope of positive change that is possible as we address the local and global challenges of today and tomorrow. We will continue to focus on transdisciplinary teaching and research that harnesses the collective ideas, innovations and strengths of our global network and we will embrace the changing landscape of learning for life to ensure our students and alumni continue to have access to a personalised supportive learning environment wherever they are in the world.

Our global outlook starts with our people. Our graduates will be global changemakers characterised by a T-shaped capability profile, reflecting their deep disciplinary knowledge and strong global collaboration skills. We will deliver a global learning experience that embeds and assesses a combination of broad multidisciplinary and in-depth disciplinary and transdisciplinary knowledge. We will articulate contemporary learning outcomes including; cognitive skills such as digital literacy, problem-solving, critical and creative thinking, thought leadership, as well as collaborative social skills including influencing, networking and teamwork. Our graduates will have the dedication and resilience needed to succeed in the dynamic and challenging world of tomorrow.

Our research will be global and impactful, addressing the economic, social, and environmental challenges facing humanity. We will build on the success of our Global Challenges Program, to leverage our global talent, capacity and partnerships in a coordinated strategy across all our locations. We will encourage and facilitate academic mobility between locations and disciplines to exchange knowledge and work on joint transdisciplinary research projects.

We will be a lifelong learning partner to our students and alumni as they seek to develop themselves and create positive change within their communities. As their partner, we will provide them with real-world learning experiences and co-curricular activities that are highly personalised and flexible.

These initiatives will translate our global outlook:

**Global Research Hubs**
In collaboration with our partners, we will establish research hubs across our campus footprint to address global challenges through interdisciplinary and transdisciplinary research.

**Global Graduates**
Our graduates will have T-Shaped characteristics with deep disciplinary and multidisciplinary knowledge combined with broad global citizenship skills including critical and creative thinking, thought leadership and purposeful collaboration.

**Global Learning Experience**
We will recreate our learning environment to be truly global, delivering a distinctive UOW experience across all our locations to foster knowledge exchange and provide our students with mobility opportunities to enrich their experiences and build lifelong networks.
We will collaborate with our communities and partners in the creation of economic, social and cultural prosperity.
Our collaborative approach has established us as a partner with industry, policy-makers and the wider community. Together, we have joined forces to create prosperity for our communities through innovative community engagement and research translation concepts. Globally and nationally, we have established academic partnerships to research new solutions for significant global issues. The sustained strength of our engagement and our increasing international networks will establish us as a global university trusted by our communities and partners to create collective prosperity.

Through industry and community collaboration, we have established successful research initiatives with significant contributions in the areas of engineering, education, health, environment, and policy (Figure 3). Building on this strong foundation, we will leverage our global capabilities and growing partnerships to extend our impact.

We will support the economic, social and cultural capital of our communities with research, service learning initiatives, and innovation ecosystems. We will co-design and conduct research to address local needs and deliver viable solutions. Our students will serve their chosen communities through integrated service learning initiatives. Our innovation ecosystem will drive economic growth by fostering support for small and medium enterprises, and our metropolitan campuses will support our communities as they explore new horizons to create and realise positive opportunities for their future. We will pursue the co-creation of meaningful innovation with a diverse range of industry partners. These partnerships will cover the full spectrum of innovation from research to application and will be foundational to our transdisciplinary approach. Our students and researchers will contribute to industry advancement through work placements, work integrated learning, industry-integrated higher degree research, and industry collaboration. A university-wide strategy will define and realise our industry value proposition, creating a purposeful industry integration approach.

Our alumni embody our values and are known for their distinctive grit and resilience. They are our most critical and valued link to industry and the workforce. Through our Alumni-X program, we will provide them with opportunities to maximise their impact, and strengthen their community and industry connections.

**These initiatives will translate our trust through partnerships:**

**INNOVATION ECOSYSTEMS**

We will create innovation ecosystems to foster innovation, support small and medium enterprises and drive economic growth in our communities.

**METROPOLITAN CAMPUSES**

We will strengthen our metropolitan campus presence, responding to local and regional needs and partnering with industry and community to create a positive future for our people.

**ALUMNI ENRICHMENT**

Our alumni will have lifelong access to a range of professional development opportunities. We will deliver a program that provides our alumni with micro-credentials, short courses, secondments, industry connections and partnerships, and service learning.
UOW Research, Delivering Impact

We will leverage our global capabilities and growing partnerships to extend our impact.

Figure 3. UOW Research at 2019

- AIIM - Australian Institute for Innovative Materials
- ITTC-RAIL - ARC Training Centre for Advanced Technologies in rail Track Infrastructure
- FLEET - ARC Centre of Excellence in Future Low-Energy Electronics Technologies
- ACEs - ARC Centre for Electromaterials Science
- DMTC - Defence Materials Technology Centre
- ANCORs - Australian National Centre for Ocean Resources and Security
- iFIF - Facility for Intelligent Fabrication
- AHSRI - Australian Health Services Research Institute
- ACER - Australian Centre for Electromagnetic Bioeffects Research
- CMRP - Centre for Medical Radiation Physics
- TRICEP - Translational Research Initiative for Cellular Engineering and Printing
- WesNER - Western Sydney Nursing Education and Research Centre
- IHMRI - Illawarra Health and Medical Research Institute
- NIASRA - National Institute for Applied Statistics Research Australia
- IC2 - Institute for Cybersecurity and Cryptology
- SBRC - Sustainable Buildings Research Centre
We will pursue and create change that matters
As a leading university, we have created a world-class learning environment, prepared globally-recognised graduates, and harnessed our research and broader capabilities to create purposeful initiatives. We are a university that pursues and creates change that matters. Our social and economic impact is recognised across the globe. Our Health and Wellbeing Strategy, being realised in our state-of-the-art intoHealth hub and precinct, is the validation of our transformative capability.

Our world is experiencing a change that is unprecedented both in its rate and scale. Technological breakthroughs are redefining how we live and collaborate, demographic changes are reshaping our societies, the rise of the individual and the increasing collective power of citizens are challenging existing establishments, and seismic shifts in political and economic power are creating a new world order. This change presents unique opportunities and, as a leading university, we will embrace these opportunities with agility and be at the forefront of positive change, ensuring our relevance and sustainability.

The ongoing transformation of our curriculum, designed to meet the changing needs of industry and our communities, will assure our industry-ready graduates. We will boldly tackle the social, economic, and environmental challenges of our time by focusing on purposeful initiatives and innovations. We will work collaboratively to embrace and drive change to maintain an environment that builds on our financial sustainability, creating and using transformational approaches to improve the agility of our learning, research and work environments.

We will continuously transform our curriculum to address the needs of our communities through interdisciplinary and transdisciplinary thinking and action. Our curriculum will address real-world needs and problems and enable students to learn in industry-based or simulation settings. It will combine a variety of experiential learning techniques such as work-integrated learning, student ideation hubs, and active learning classes with inbuilt augmented reality (AR) and virtual reality (VR), co-developed with our industry partners. We will provide project-based learning opportunities for our learners. Our learning environment will strengthen our students’ connection with their local and global communities instilling a desire to serve those same communities and deliver a positive impact early in their careers.

We will work collaboratively with our communities and industry partners to embrace broader change through purposeful initiatives and innovation. Our research to tackle the social, economic and environmental challenges is underpinned by our constantly evolving ethical framework.

These initiatives will translate how we will pursue and create change that matters:

**TRANSLATION PRECINCTS**
We will continue to establish state-of-the-art research translation precincts to address social, economic, and environmental issues. The precincts will harness our research and partnerships to provide relevant services to our communities.

**RESPONSIVE COURSE PORTFOLIO**
We will offer a robust yet flexible curriculum that meets the continuously changing needs of industry and our communities. It will include micro-credentials, short courses, niche industry courses, and courses integrated with in-career learning to benefit our students, alumni and the broader learner community.

**STUDENT INDUSTRY COLLABORATION**
Our students will closely collaborate with industry over the course of their studies. We will establish dedicated hubs where they can validate and grow their ideas and apply them in a real-world context, in collaboration with our industry partners and with the support of UOW resources and staff.
We will strengthen our capability and capacity
This White Paper sets forth a bold vision requiring an increase in our capability and capacity. We will become the university we set out to be with considered planning, investment and delivery. We will strengthen our people and culture, invest in our infrastructure, adopt new technologies and ensure our sustainability. These are the critical enablers we require to achieve our bold vision.

PEOPLE

Our students, academics and professional staff drive our success and create our impact. As we move towards a purposeful future, our people recognise the imperatives for change and lead the way for our transformation. Our workforce management strategies will attract the best talent and continuously develop our people to create the re-imagined workforce of the future. We will value and recognise innovation, entrepreneurship, resilience, and the initiative to develop meaningful partnerships. Our people will possess digital dexterity and confidently embrace technology to drive change. As an agile and responsive community, we will blur the distinctions between students and staff and unify our professional and academic structures. Our staff will actively seek and participate in industry networks and global mobility opportunities.

CULTURE

We will embed a culture of excellence, agility, nimbleness, and responsiveness to the market. Supported by flexible systems and processes we focus our efforts on creating positive change. As we adapt quickly, we will remain grounded in our institutional values, and we will continue to champion inclusion, diversity, and gender equity to create a welcoming environment for everyone. We will continually strengthen and adapt our governance structures to ensure we thrive whilst upholding the strongest principles of integrity, accountability and transparency.

INFRASTRUCTURE

Our globally networked learning and research experience will be enabled by our state-of-the-art physical and digital infrastructure. Our physical and virtual presence will create a deep belonging to UOW and demonstrate contemporary practices in environmental sustainability, safety and accessibility. We will embrace automation and artificial intelligence, so our people can effectively engage in meaningful and valuable work. We will be at the forefront of advanced technologies, embedding them into our research and learning.

FINANCIAL

We will strengthen our financial viability with best practice financial governance and diversified revenue streams. We will continue to embed effective planning and reporting practices, ensuring transparency and optimal allocation of resources. Our funding and financial models will evolve to match the rapid changes in our research and education. We will focus our investments and redirect resources from under-performing to promising programs. We will grow and diversify our research revenue by creating global funding partnerships and joint research commercialisation.
# Figure 2. The World in 2030. List of Sources

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<td>Developing countries will account for 57% of global GDP</td>
<td>OECD, <em>Perspectives on Global Development 2010: Shifting Wealth</em></td>
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<td>15% of current jobs will be displaced by automation</td>
<td>McKinsey, <em>Jobs lost, jobs gained: What the future of work will mean for jobs, skills, and wage</em></td>
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<td>SMEs are the largest job contributor in OECD countries, accounting for 70% of the jobs</td>
<td>OECD, <em>Enhancing the contributions of SMEs in a global and digitalised economy</em></td>
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<td><strong>Life and Health</strong></td>
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<td>By 2030, the proportion of Australian aged 65 or more will rise to 19% from 15%</td>
<td>Australian Institute of Health and Welfare, <em>Older Australia at a glance</em></td>
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<td><strong>Resources</strong></td>
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<td>With a warming of 3-4°C, up to 200 million people could become permanently displaced due to rising sea levels, flooding and droughts</td>
<td>KPMG, <em>Future State 2030: The global megatrends shaping governments</em></td>
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<td>40% gap between water supply and demand</td>
<td>2030 Water Resources Group, <em>Charting Our Water Future</em></td>
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<td>Without transformation, more than 600 million people will still be undernourished</td>
<td>Food and Agriculture Organization (FAO), <em>The future of food and agriculture</em></td>
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<td><strong>Society</strong></td>
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<td>61% of the world’s population will live in cities</td>
<td>UNESCO, <em>Global Trends Towards Urbanisation</em></td>
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<td>71% of the world population resides in nations where income inequality is increasing</td>
<td>KPMG, <em>Future State 2030: The global megatrends shaping governments</em></td>
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The University of Wollongong attempts to ensure the information contained in this publication is correct at the time of production (June 2019); however, sections may be amended without notice by the University in response to changing circumstances or for any other reason. Check with the University for any updated information.

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